

MEMORANDUM FOR: Deputy Director of Central Intelligence

THRU:

Deputy Director (Administration)

Reference:

SUBJECT:

Agency Ceiling Reserve

Dated 3 Sept. 54
Memorandum to the Acting DCI from the Acting DDA, Subject: Civilian Ceiling Reserve

1. PROBLEM:

Can the Agency
How best to meet the continuing need for a reservoir of civilian ceiling positions in the face of a rapidly diminishing Director's Reserve.

2. FACTS BEARING ON THE PROBLEM:

- a. As of _____ there are _____ positions in the Director's Reserve. Against this, there are in process requests for civilian ceiling increases totaling _____.
- b. The total Agency civilian ceiling is _____. Against this, the civilian on-duty strength is _____, leaving a potential reserve of _____.
- c. There are _____ candidates in process and _____ recruitment requests. Were all of these to result in EOD's, the potential reserve of _____ would be exceeded by _____.
- d. Of the apparent potential excess over Agency ceiling, _____ is chargeable to the Interim Assignment Branch (IAB).
- e. The Agency budget is based on an on-duty strength of _____ under ceiling, whereas actual on-duty strength is _____ under ceiling.

3. DISCUSSION:

- a. Total obligations against ceiling (on-duty strength, candidates in process, and active recruitment requests) were examined by principal component in

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an endeavor to locate slack which might be tightened to replenish the Director's Reserve. Attempt was made in this examination to correct the in-process and recruitment-request figures to allow for probable loss in order to obtain the most realistic picture possible of obligations against ceiling. (See Tab) Differences in practice on the part of principal components, plus the difficulties in arriving at acceptable correction factors, detract from the significance of the in-process and recruitment-request figures, both raw and corrected.

- b. The IAB, which accounts for ____ of the ____ uncorrected potential excess over Agency ceiling, has an on-duty strength of ____ and ____ candidates in process, against a ceiling of ____ . As a reservoir of provisionally qualified clerical and sub-professional personnel, the function of the IAB is to provide insurance for the Agency at large against the relatively high attrition in these two categories. The application of ceiling to the IAB serves no practical purpose except that of earmarking payroll funds. In effect, if the IAB is to perform its function effectively, its strength, real or projected, must bear a direct relationship to total-Agency need as reflected through the expressed needs of the principal components; its strength cannot, realistically, be governed by an arbitrary ceiling. Further, inasmuch as the personnel of the IAB are oriented toward ceiling positions in principal components, the validity of reserving a segment of Agency ceiling for this common-concern contingency function is subject to question. Exclusion of the IAB from the application of ceiling, would result in the reservation of ceiling to operating components of the Agency. Until such time as on-duty strength more closely

25X9A2 approximates ceiling, (it would appear that) payroll for the IAB could
25X9A2 (readily) ^{b2} be absorbed by the [REDACTED] differential between budgeted ([REDACTED] under 25X9A2
25X9A2 ceiling) and actual ([REDACTED] under ceiling) total-Agency "Ol" funds.

4. CONCLUSIONS

- a. There is considerable variation in the approach of the principal components toward closing the gap between on-duty strength and ceiling. Because of the lack of uniformity in policy and procedure, any arbitrary seizure of reserves without a thorough study of the situation in each component would be premature, inequitable, and disruptive.
- b. The application of ceiling to the unique IAB function is unrealistic in that (1) it does not set a firm limit to on-duty or in-process strength, and (2) to the extent that IAB personnel are directed toward specific ceiling positions in operating components, it represents a ceiling duplication.
- c. Without imminent risk of over-obligation of "Ol" funds, withdrawal of the IAB from ceiling would result in:
 - (1) The reservation of ceiling to directly productive operations in fulfillment of Agency responsibilities.
 - (2) The freeing of _____ positions for a ceiling reserve.

5. RECOMMENDATIONS

- a. That the IAB be excluded from the application of ceiling.
- b. That the _____ civilian ceiling positions thus freed, plus any positions remaining in the Director's Reserve, be placed in an Agency Ceiling Reserve to be administered by the DD/A without reference to the DCI.
- c. That all problems which have a bearing on the Agency ceiling continue to be referred to the DCI.

- d. That the Management Staff study the personnel statistics each month for the total Agency and for each principal component, and call to the attention of the DD/A any situation which seems to be out of line or deserving of special comment.
- e. That the above recommendations be put into effect immediately.
- f. That the Management Staff, working with the Office of the Comptroller and the Office of Personnel, study the related problems of T/O v. ceiling, impact of ceiling on personnel practices (e.g., use of recruitment requisitions, double slotting and over-recruiting in the attempt to bring strength up to ceiling, hedging against possible reductions, etc.), appropriateness of present ceiling allocations, budgeting for personal services, and personnel accounting; and that the Management Staff develop and present recommendations designed to produce (1) uniformity in understanding and practice with respect to the impact of and operation under ceiling restrictions, and (2) simpler, more meaningful personnel statistics as an aid to improved operation.

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Chief, Management Staff

CONCURRENCES:

AD/Personnel

Comptroller

APPROVED:

Deputy Director of Central Intelligence

APPROVAL RECOMMENDED

Deputy Director (Administration)